MULTIMEDIA UNIVERSITY ™

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2019/2020

MPM 7323 – PROJECT MANAGEMENT

(All sections / Groups)

1 OCTOBER 2019
2.00 p.m. – 4.00 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This Question paper consists of 3 pages including cover page with 6 Questions only.
2. Answer **FOUR** out of **SIX** questions. All questions carry equal marks and the distribution of the marks for each question is given.
3. Please print all your answers in the answer Booklet provided.

Answer any FOUR (4) questions. All questions carry equal marks.

QUESTION 1

a) As a project manager what do you anticipate to be the major challenges you would face in any project?

(12 marks)

b) What do you think are the most important "hard" criteria that indicate a successful project ?

(7 marks)

c) Projects can have "soft" success outcomes. What 'soft' successes do you think are important?

(6 marks)

QUESTION 2

a) Managing "difficult" workers is a task that project managers sometimes have. What possible managing styles would you use in such cases, and why.

(5 marks)

b) What motivational tools would work best for your own preferred management style? Why?

(8 marks)

c) If managing is "motivating and directing" the workforce to achieve an objective, which do you think is the most important in the current k-economy?
Give four reasons for your choice.

(12 marks)

QUESTION 3

a) What is the difference between effective and efficient project management? Which in your opinion is most important, to be effective or efficient?

(10 marks)

b) Draw a diagram showing the characteristics of different types of project financing. Explain the potential benefits to the client and contractor in terms of risk and profit.

(5 marks)

c) Explain the principles of Earned Value Reporting.

(10 marks)

Continued...

QUESTION 4

a) Keeping track of critical path tasks is a crucial task for the project manager. Failing to keep track of non-critical tasks can cause problems towards the end of a project. Explain.

(5 marks)

b) "Good records, good records, good records". Give four examples of the administrative record keeping and explain their importance.

(12 marks)

c) Salary is not necessarily what keeps employees satisfied and motivated. What is the implication for the project manager?

(8 marks)

QUESTION 5

a) Using a Work Breakdown Structure (WBS) at the tendering stage can avoid problems with time and money during contract execution. Explain how.

(10 marks)

b) It is important in a project not to mistake a risk for a hazard. Explain the difference and what are the contract implications of this?

(5 marks)

c) We cannot afford poor quality work. Explain this statement from the viewpoint of managing the quality risk and quality control costs.

(10 marks)

QUESTION 6

a) Capital locked into a contract is almost inevitable, even in well run contracts. What negotiations can be taken with the client at the outset of a project to minimize this. Illustrate this showing capital position over time.

(15 marks)

b) The scope of work and other documents at the tender stage can make project close out easy or difficult. Explain.

(5 marks)

c) A markup at tender stage will probably not be the same as the final profit. Why?

(5 marks)

End of Paper